TRANSFORMING California State Parks

Review & Update Policies & Procedures that Enable Partnerships for Park Operations & Develop Management Structure that Fosters Positive Relationship w/ New & Existing Partners
(STRATEGIC GOAL #2 Maintain High Quality Operations and Public Service)

Problem Statement

There is a perception that statutes, policies, and organizational changes have affected the Department's ability to fully realize the maximum potential of partnerships. Over the years, the Department has become less able to take full advantage of partnership opportunities due to lack of incentives, insufficient training, reduced staffing, financial concerns, authority questions, and an internally focused culture.

Another area of concern may be the overreaching by some of DPR's partners and their desire to have control and jurisdiction over public lands and resources.

Initiatives Descriptions

Initiative #19: Review & Update Policies & Procedures that Enable Partnerships for Park Operations – This initiative seeks to review and update the existing body of procedures, policies, and laws that guide the Department's approach to partnerships. The goal will be to make it easier to collaborate with DPR while retaining adequate control of public assets.

Initiative #20: Develop a Management Structure that Fosters Positive Relationship with New & Existing Partners – This initiative will establish and enhance best partnership practices by adopting policies, procedures, training, and incentives that optimize the Department's ability to create synergetic and trustful partnerships. At the same time field, district, and headquarters-level roles will be defined to enable the Department to work effectively with partners. Development of field and headquarters partnership units will be explored.

Anticipated Benefits of these Initiatives

- o Enabling the Department to update policies, procedures, and/or statutes related to partnerships.
- o Facilitating, enhancing, and allowing for the creation of new, valuable partnerships.
- o Once these initiatives are established and refined, DPR and its partners will contribute towards the overall improvement of the DPR system.
- o DPR will seek to develop and enhance relationships with diverse groups, including public agencies, Native Americans, non-profits, volunteers, civic leaders, etc.

Possible Implementation Challenges and Missing Data

- o Department Culture and Resistance to change - Some DPR staff is comfortable with the status quo and has been self-sufficient for so long, it is difficult to relinquish any control or joint responsibilities.

o Current laws, policies, and procedures (i.e., AB 1478, CEQA, DGS, management responsibility, special event processes etc.) may restrict how we engage in partnerships.

o Staffing –The time and investment necessary for managing higher-quality, expanded partnerships is limited due to diminished staff resources.

o Partnership Contracts– Contracts may be difficult to change as partnerships and related contributions are viewed in varying ways based on culture and history.

o Labor/Union relations – There may be possible impediments to broader volunteer/partnership (i.e., replicating staff tasks).

o Private vs. Government structure – "do anything that's not illegal" vs. "only do what the law says". Government tends to work within the confines of strict boundaries and there is either comfort in not reaching outside of those boundaries, or the boundaries are too restrictive to allow for potential opportunities. There may be more opportunities to think broader rather than only thinking within the perceived, limited confines of policy and statute. These policies and statutes need to be analyzed.

o Mission/purpose alignment –Lack of shared legal responsibility between partners and/or a "chief among equals"

Process

- People
  - Transformation Team Committee Members
    - o Steve McCormick (co-chair) – RLF Consultant to the Transformation Team
    - o Danita Rodriguez (co-chair) – District Superintendent, Bay Area District
    - o Dana Jones – Northern Division Chief
    - o Sean Woods – LA Sector Superintendent, Angeles District
    - o Ellen Clark – Statewide VIP Program Coordinator
    - o Todd Lewis – Central Sector Superintendent, Orange Coast District
    - o Cultural Resource Representative
  - Key Participants (with representative skill sets)
    - o Co-Op partner/group
    - o Co-Op program coordinator
    - o Concessionaire
    - o Public agency partner
    - o Volunteer in Parks representative
    - o Operating partner
    - o Corporate partner
    - o Other NGO
    - o State Park Foundation
    - o Agra-tourism partners

- o Other stakeholders

  - • Other Resources Needed (Committee Contributors)
    - o Peer review (?)
    - o Consultants
    - o Conduct surveys regarding current and desired future state
    - o Partnership "Org Chart" or visual depiction of partnership

- Committee Structure
  - o Larger committee with committed members gathering data and information from related units of operation
  - o Contributor ad-hoc members

- Deliverable(s)
  - o Define what a partnership program should do, how should it look, operate, and deliver.
  - o Develop a training program that prepares State Park staff to be good partners.
  - o Clearly set expectations and authority for the partnership program.

- Initial Tasks
  - o Create "Eco-system Map" (i.e. who is doing what, redundancies, strengths/weaknesses of the relationship with DPR for key partners)
  - o Assess strengths/weaknesses of DPR as a partner
  - o Conduct a review and analysis of best practices in the field (i.e., inside and outside of DPR)
  - o Synthesize research done during Parks Forward's Initiative to determine key findings and insights
  - o Assess best practices of public/private partnership relationships.
  - o Analyze current policies and procedures to identify what is working and what is not, and why.
  - o Design a process for gathering insights on current partnership situations (i.e. interviews, workshops, focused groups, etc.). Identify those who will be included in the process.
  - o Design a desired state-what success would look like
  - o Create new partnership models
  - o Disseminate information on various partnership models (new and existing)

- Glossary of Terms
  - o Partner
  - o Partnership